

**Government of the District of Columbia
Office of the City Administrator**



Testimony of
Rashad M. Young
City Administrator

**Public Oversight Hearing
on the Performance of the
Office of the City Administrator
During Fiscal Year 2015 and
Fiscal Year 2016 to Date**

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Before the
Committee of the Whole
Council of the District of Columbia
The Honorable Phil Mendelson, Chairperson

Room 412
John A. Wilson Building
1350 Pennsylvania Avenue, NW
Washington, DC 20004
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10:00 a.m.

Good morning, Chairman Mendelson and members of the Council. For the record, my name is Rashad M. Young and I am the City Administrator of the District of Columbia. Thank you for this opportunity to provide testimony on the performance of the Office of the City Administrator (OCA) during fiscal year 2015 and fiscal year 2016 to date. Joining me today are members of my staff including Deputy City Administrator Kevin Donahue and Nelsie Birch, who serves as Director of Agency Operations.

The mission of the Office of the City Administrator is to facilitate the effective and efficient implementation of the Mayor's policies by providing leadership, support, coordination, and oversight of District agencies.

To help achieve this mission, the Deputy Mayor for Education, Deputy Mayor for Public Safety and Justice, Deputy Mayor for Health and Human Services, Deputy Mayor for Planning and Economic Development, and Deputy Mayor for Greater Economic Opportunity all report to the City Administrator.

OCA is also the main liaison with many of the District's independent agencies, including the Office of the Chief Financial Officer and Office of the Inspector General, as well as the liaison to the Metropolitan Washington Council of Governments.

OCA Organization

To carry out its mission, OCA is composed of the following six functional areas:

1. **Agency Operations:** The agency operations function of OCA is composed of program analysts who work across agency clusters. The staff in this division review and support agency activities, assist in quality improvement efforts, help coordinate multi-agency and cross-cluster projects, implement District-wide operational initiatives, and provide agencies with operational guidance throughout the year.
2. **Budget and Finance:** The Office of Budget and Finance (OBF) is responsible for formulating the District's annual budget submission and monitoring and facilitating budget actions throughout the year. In addition, OBF provides advice on ways to achieve the goal of making the District's budget more accessible, inclusive, and transparent to the public.
3. **Office of Performance Management:** The Office of Performance Management (OPM) is responsible for implementing a performance management program for the District government that measures and monitors progress and holds government stakeholders accountable for achieving results. OPM also uses data, applied research, strategic

planning, and innovative techniques to improve agency programs and the delivery of services to District residents.

4. Office of Public-Private Partnerships: The Office of Public-Private Partnerships (OP3) is responsible for building partnerships between the private sector and the District government to complete major infrastructure projects and other important programs through long-term, performance-based contracts. The OP3 serves as an in-house consultant for District agencies and also serves as a liaison between District agencies and private sector partners.

5. Government Operations: The government operations function of OCA is responsible for in-depth oversight of agencies in the government operations cluster, including agencies that focus on internal operations of the government, such as the Department of Human Resources, Office of Contracting and Procurement, and Office of the Chief Technology Officer, and public-facing agencies, such as the Department of Motor Vehicles and the Department of Public Works.

6. Office of Labor Relations and Collective Bargaining: The Office of Labor Relations and Collective Bargaining (OLRCB) administers the District's labor relations program. OLRCB's areas of responsibility include representing the District as the principal management advocate during labor negotiations, representing the Mayor and District agencies in collective bargaining negotiations, developing and presenting cases in

mediation and arbitration proceedings, and advising the Mayor and District agencies on all aspects of labor relations.

Achievements and Goals

One of my main goals for the OCA is to bring a renewed focus on performance management, service delivery improvement, and efficient operations. We have spent the last year building a robust performance management system that will utilize data, strategic planning, and innovation to continuously improve District performance and drive accountability. For example, we recently restructured the District's performance planning system to make it more relevant and responsive to the work that agencies perform and to better hold ourselves accountable for achieving the outcomes that are included in the plans. As part of this process, quarterly meetings will be held with deputy mayors and agencies to review their progress in meeting performance plan targets and to address issues as they arise during the year. In addition, as part of the fiscal year 2017 budget submission, the Council will be provided with revamped annual performance plans from all agencies.

We have also restructured the CapStat program, so that it takes an in-depth, data-based, analytical approach to important issues facing the District. As part of each CapStat session, all government stakeholders work together to develop outcome-based recommendations, and the OCA monitors progress and assists in achieving those outcomes. Since

the CapStat program was restructured last year, sessions have been held on issues as wide-ranging as snow preparedness, crime, and grounds maintenance, and a number of new sessions are being planned.

Another major accomplishment of the OCA in the past year was the establishment of the Office of Public-Private Partnerships (OP3), which will be the District agency primarily responsible for facilitating public-private partnerships in the District. A director and deputy director were hired in the first quarter of fiscal year 2016, and since that time they have performed outreach to the private sector, met with agencies to review potential projects, and drafted regulations that will guide the P3 process in the District. We anticipate issuing those regulations for public comment and Council review in the next several months.

During the past year, the OCA also established the Procurement Accountability Review Board, with the goal of improving the quality, efficiency, and integrity of the contracting process in the District government. The Board is comprised of the Mayor, the City Administrator, and the Chief Procurement Officer, and is supported administratively by staff from the OCA and the Office of Contracting and Procurement. The Board reviews issues that arise with specific procurements, including retroactive contracts, and also reviews issues that cut across the procurement process. The results of the Board's activities are reflected in a significant reduction in the number of retroactive contracts over the past year and in the proposed

amendments to the procurement law that the Mayor transmitted to the Council last year.

In addition to these broader achievements, the Office has worked on a number of important, but more targeted, projects during the past year. For example, the OCA took an active role in the Single Audit remediation process, in order to reduce the number of repeat and adverse findings. The OCA developed an application to track and monitor the status of remediation plans, and those plans were reviewed to ensure that the auditor's recommendations were addressed. The OCA also worked to ensure that the plans were carried out by the District government in a complete and timely manner.

Throughout the year, we also have used the resources of the OCA to assist other agencies in a number of projects. For example, last fall OCA staff worked with the Department of Small and Local Business Development to develop the CBE Opportunity Guide, which was part of the government's effort to connect local businesses with District contracting opportunities. And earlier this year we provided assistance to the Workforce Investment Council to draft the District's new workforce investment plan. As part of that plan, we helped build in a robust performance and accountability structure so that hard data is used to drive continuous improvement and accountability.

Before concluding my testimony, I would like to discuss some of the OCA's priorities for the coming year. As I mentioned earlier in my testimony, one of the OCA's main goals is to strengthen the District's performance management system, and we recently revamped the performance planning process. The next step in this effort is the development a District-wide strategic plan with ambitious, cross-cluster goals designed to address critical issues facing the District. The plan will also include a roadmap that will guide how agencies will work together to make progress on the goals, and each goal will include performance metrics to help measure the progress that is being achieved. We expect to unveil the plan in the near future, and we look forward to feedback from the public and the Council.

In FY16, the OCA will also continue to expand its innovation program by building out an applied research team. The applied research team will use evidence from the social and behavioral sciences to evaluate the effectiveness and efficiency of District government programs and to develop practical solutions to issues encountered by those programs. The applied research projects are expected to include the development of experimental procedures, in-depth research into the processes and results of specific agency programs, and joint projects with universities and other non-profit participants. The ultimate goal of the applied research program is to assist agencies in revising their business processes in order to improve outcomes and increase efficiency. Some of the initial projects the applied research team is likely to work on

include a study of the impacts of body worn cameras and a review of the District's small business assistance programs.

Another key goal of the OCA in FY16 is to improve the transparency of the District's finances and budget process. The OCA is working with the Office of the Chief Financial Officer and an outside vendor on a new transparency tool that will help modernize the way the District's financial information is shared with the public. The goal of this project is to present the District's financial information in a simple-to-use, web-based portal that will allow the public to directly access program-level financial data, such as expenditures on the District's trash removal program, its homeless service programs, or even expenditures at the level of a specific school. The tool will allow the public to become more engaged in and informed about the District's budget, and will help achieve one of our overarching goals of making the District government more open and transparent.

That concludes my testimony. Thank you for the opportunity to testify today. I am available to answer any questions you may have.